

# THE LINK NEWSLETTER

Issue 4  
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## Regional Facilities for Children and Young People Programme

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### Welcome!

It seems like such a long time since we've been in touch with you all through *The Link*.

However, I'm sure you'll appreciate that Covid-19 priorities felt in both our Departments resulted in us deciding to hit pause on the programme in March 2020 for six months. Unfortunately, this was at a time when the Programme Team was finalising work to run the consultation on the design proposals for the Care and Justice Campus. However, once the Programme Team came back together in September 2020, we were able to finalise the consultation plans and secured its joint launch by both Ministers in October 2020 and the subsequent Consultation Analysis Report was published in June 2021.

### Woodlands JJC



In this issue we thought it would be useful to provide you with a flavour of the findings from our consultation, and to highlight some of the key achievements since our last edition. In particular, you can learn more about the roll out the Northern Ireland Framework for Integrated Therapeutic Care, and see what the Programme Team have been discussing with the various oversight groups.

### Lakewood



We hope you enjoy it—and stay safe!

**Seán Holland and Ronnie Armour**  
Senior Responsible Owners

## Consultation Proposals and Analysis

### Public Consultation



A public consultation ran from October 2020 to January 2021 on the proposals to establish a Regional Care and Justice Campus for children and young people in Northern Ireland. The document proposed that the Campus would comprise:

- a Secure Care Centre made up of the existing Woodlands and Lakewood sites;
- a multi-agency satellite provision, including a step-down facility and community-based provision with the overall vision to provide a safe, secure and therapeutic environment for children and young people who cannot safely remain in the community.

It also covered governance and accountability arrangements for the new Campus, approaches to admission, planning for leaving, and the services to support the children and young people within secure care.

You can also find more information on the consultation proposals [here](#).

### Analysis of Responses

On 16th June 2021, the Health and Justice Ministers published a report on the consultation on the [Department of Health](#) and [Department of Justice](#) websites. In all, 73 consultation responses were received from a range of stakeholders.

## Consultation Proposals and Analysis

### Analysis of Responses continued...

Analysis of the responses found support for:

- ♦ establishing an integrated Care and Justice Campus.
- ♦ a safe, secure and therapeutic environment in the Secure Care Centre focused on achieving stability and preparing for a return to the community in the shortest timeframe possible.
- ♦ establishing a regional, independently chaired, multi-agency panel with responsibility for decision making about admission, monitoring and exit planning.
- ♦ adopting a therapeutic approach via a Framework for Integrated Therapeutic Care and establishing a multi-disciplinary team in the Secure Care Centre to coordinate the development and implementation of a holistic therapeutic plan for each child.



A number of the proposals raised issues which are being given further consideration, including; the role of the Secure Care Centre as a place of safety; the importance of early intervention and community-based alternatives and the integration and management of children admitted to a new Centre via care and justice routes.

More information is on the [Department of Health](#) and [Department of Justice](#) websites.

## Programme Updates

### Campus Governance & Accountability

The consultation showed strong support for a joint governance approach. Following discussion at the June Programme Board meeting, more detailed options are now being developed for consideration by the Ministers of Health and Justice.

## Health & Therapeutic Services Model

At its June meeting, the Programme Board agreed to the establishment of a multi-disciplinary team in the Secure Care Centre.

This new team will consist of 8 members from a range of professions, including psychology, occupational therapy, psychiatry, speech and language therapy. It will work closely with all of the other Campus staff, including nurses and social workers, to provide holistic and individual support to the children and young people in secure care. The early stages of the recruitment process for a Consultant Psychologist to lead the new team are now underway, and it is hoped that they will be in place before the end of the financial year. Once appointed, they will have a key role in planning and recruiting to the remaining roles within the Team.



The Health and Therapeutic Advisory Group will now progress to the next stage of their work plan, to consider the drug and alcohol support which will be available to children and young people, as well as general medical, ophthalmic and dental services provision.

## PACE Admissions

The Regional Campus Programme aims to develop suitable alternative accommodation options as one way to help reduce further the number of children placed in secure care under PACE and remand. The Programme Team is engaged in an in-depth look at what is known about the children who find themselves in secure care in these circumstances, to explore examples of best practice and learning. Over the coming months, the team will be continuing to engage widely with stakeholders to fully understand the issues and to identify solutions.

## Education Model

An Education Advisory Group is being established to assess the educational needs of the children and young people in secure care, including vocational training, and work to agree and implement the most appropriate model of education in the new Centre. Membership will include representatives from Woodlands , Lakewood, the Education Authority and the Department of Education, as well as the Programme Team.

The first meeting of the Group will be held in September 2021, and we will tell you more about its progress in future editions.

## Satellite Services & Step Down Provision

Satellite services in the community are an important component of the new regional campus model in both preventing the need for entry into secure care and supporting community re-integration and ongoing well-being of children who have been in secure care. Targeted work is underway across the sector to identify and address known gaps in services.

Initial mapping by the programme team of support available across a continuum of need/risk, from early intervention through to secure care and after care, confirmed the feedback received through the consultation on the Campus, that services are generally available, but that co-ordination and referral mechanisms are often complex and multi-layered.

Many of the children who are on the edge of secure care are children who are looked after. It is envisaged that, over time, the development and implementation of the Framework for Integrated Therapeutic Care (NIFITC) will lead to more consistent service delivery across Northern Ireland, and facilitate better service integration and co-ordination across the statutory care, education, justice and health sectors, and with non-statutory provision, including in the voluntary and community sectors.

The Team will also explore options to co-ordinate support for children on the edge of secure care.

## Introduction of The Northern Ireland Framework for Integrated Therapeutic Care (NIFITC)

The Review of Regional Facilities highlighted the need for a single therapeutic model for children's residential care. Since then, it was agreed to extend this recommendation to all looked after young people by implementing a regional Framework for Integrated Therapeutic Care for Looked After Children in Northern Ireland (NIFITC).

Building on local, national and international evidence and experience, NIFITC is based on models of *trauma and attachment informed care*.

It utilises four core concepts—building safety; getting help that's needed; developing agency and taking part; and addressing inequalities.



NIFITC also incorporates a number of building blocks - 6 of them are system or organisational components and 5 are related to practice delivery components. Taken together, they aim to help Health and Social Care (HSC) Trusts, other agencies and practitioners provide integrated care to Looked After and Adopted Children and

Young People and their caregivers. Within the framework of the NIFITC, there is the scope for individual practice to differ. This will depend on the specific setting and focus. In the Secure Care Centre and the wider campus, implementation will involve staff and service users, working together on a co-design basis to develop Centre-specific processes.

You can find more information about the framework and hear what members of the programme board say about the development and implementation of NIFITC [here](#).

## Meet the Team—The Northern Ireland Framework for Integrated Therapeutic Care (NIFITC)



Tom Teggart is seconded to the Department of Health to lead on the overall introduction of the FITC model, both in the new campus and across other settings.

Tom is a Consultant Clinical Psychologist with more than thirty years' experience of Child and Adolescent Mental Health Services. He has focused specifically on Looked After Children's Services, in particular leading the development of the Southern Health and Social Care Trust's specialist therapeutic service for looked after and adopted children and young people ([The Scaffold Service](#)). Tom was also instrumental in conducting the first relatively large scale investigation of the mental health needs of Looked After Children in Northern Ireland which was published in 2005.

Tom is supported by five **Trust NIFITC Implementation Leads** who have responsibility for co-ordinating the implementation of the model in their own organisation, as well as supporting evaluation in collaboration with a Queen's University Belfast research team. Working together, they will ensure a consistent approach to the introduction of the NIFITC across Northern Ireland. Implementation Leads will begin developing HSC Trust Implementation Teams this autumn and can be contacted directly via the links below:

Northern Trust:	<a href="#">Lynsey Black</a>
Southern Trust:	<a href="#">Niamh McGeown</a>
South Eastern Trust:	<a href="#">Esther Teggart</a>
Western Trust:	<a href="#">Paulene Burns</a>
Belfast Trust:	<a href="#">Leanne Glover</a>

## Recent Engagement

### Presentation to the NI Assembly Joint Health & Justice Committee



On 1st July 2021, the Programme Directors (Eilís McDaniel and Stephen Martin), as well as the Programme Manager (Joan O’Hara), attended a meeting of the Assembly Joint Committee for Health and Justice to provide an update on the Regional Facilities Programme.

This session provided an opportunity to brief the Committee on the work on the Programme to date, and to discuss a range of relevant issues, including: PACE referrals to the new centre; the planned risk-based approach to management of the new centre; links between the new secure care centre and the community; the pilot phase of the Multi-Agency Panel; the plans for the introduction of the [Northern Ireland Framework for Integrated Care \(NIFITC\)](#); and potential inspection arrangements.

The session can be viewed on the [Northern Ireland Assembly](#) website.

### Regional Programme Board

- The Programme Board met on **24th March 2021** to discuss the consultation response analysis and key findings. Members approved the consultation analysis report and agreed to seek Ministerial approval to publish.
- The Programme Board also met on **21st June** to discuss governance and accountability arrangements for the new campus as well as health and therapeutic service model proposals. More detailed proposals are being developed for approval by Ministers.

### Stakeholder Reference Group

- The Stakeholder Reference Group met on **9th March** and **9th June 2021**, and received a short written update in September 2021.
- The Group considered the summary of the responses to consultation; proposals for health and therapeutic service model; and a scoping paper on the continuum of support services (see above).



## Meet the Team—DoJ Joint Programme Director



**Stephen Martin**  
**Chief Executive, Youth Justice Agency**

Stephen was appointed Chief Executive of the Youth Justice Agency on 17 May 2021 and, along with Eilís McDaniel, is Joint Programme Director for the Regional Facilities for Children and Young People Programme.

Stephen joined the Northern Ireland Civil Service in 1996 and for most of the last 25 years has worked on the development and delivery of social policy across a number of Departments. While relatively new to the team, he is looking forward to progressing the implementation of the new Campus.

## Get in Touch!

You can find out more about the [Review of Regional Facilities for Children and Young People](#) and the work of Regional Facilities for Children and Young People Programme on the websites of the [Department of Health](#) and the [Department of Justice](#).



Or you can contact us via:

[RegFacilitiesProgrammeTeam@health-ni.gov.uk](mailto:RegFacilitiesProgrammeTeam@health-ni.gov.uk)

You can also let us know what you'd like to see featured in future editions of *The Link* by contacting us via the email address above—we would love to hear your suggestions!